

## Merit Adjustments for Exempt Staff

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The compensation model for exempt staff is based on two components: market and merit.

### Merit

Merit allows the organization to reward and recognize staff who are key contributors to the success of the college/unit and/or the university. Determining a merit increase is an assessment of the value creation and contributions made over the year as defined by the university's **Performance Framework**. Value creation is determined by assessing the individuals contributions based on two components; alignment with core **competencies** – how skill, knowledge and *behaviours* are applied to the job to get the best results, and **accountabilities** – commitments to and demonstration of *outcomes* which contribute to the overall direction of the unit and/or the organization.

Merit pay can also be paid to individuals who are demonstrating significant growth and/or improvement in development and demonstration of behaviours and outcomes as described above.

The role of the leader is to encourage staff to develop their competencies to achieve outcomes that are aligned with the unit and organization directions, and be part of a team that is creating and adding value. Merit pay allows for the individual to be recognized and rewarded.

The summary table below defines differing levels of merit based on the Performance Framework.

**The following definitions will assist the supervisors in recommending a level of merit.** The percentage amount available to merit is set annually by the Board. The examples of 2%, 4% or 6 % merit payments could be higher or lower depending on the university's budget situation for the year. These are used as examples to help guide decisions on the level of merit to be recommended.

**Evaluations need to be based on both dimensions of the Performance Framework** (Your evaluation should focus on both the behaviour and the outcomes demonstrated /accomplished over the course of the year). Remember, meritorious performance is not defined as more time and more effort. It is about growth, learning, ownership and initiative. It is about making appropriate choices to focus on what is necessary and important. It is about taking full responsibility.

Merit pay can be made as a **lump sum performance bonus** (for unusual contributions of a short term nature) or **to base pay** (for continuous performance which adds to the overall capacity of the unit or organization) **or both**.

**Lump sum performance bonus for exempt staff** – is a bonus payment of 2%, 4%, or 6%.

These payments can be made in addition to the base pay increases.

### Summary of Merit Definitions

Merit	Definitions	What this might look like.....
<b>Exemplary (6%)</b>	Outcomes and Behaviors are Exemplary on a Consistent and Sustained Basis	<ul style="list-style-type: none"> <li>• identifies / anticipates opportunities and drives improvement for the benefit of the unit and/or university</li> <li>• takes full responsibility for identifying and finding solutions to problems</li> <li>• leads change and identifies improvements</li> <li>• delivers outstanding results—beyond what is expected</li> <li>• seeks, accepts and achieves extraordinary success on additional responsibilities</li> <li>• adds significant value to team, university, and customers through results of projects and goals</li> <li>• makes and keeps clear commitments</li> <li>• seeks to build and enhance relationships, and co-workers' / workgroup(s)' performance</li> <li>• continually seeks to learn and puts learning into action</li> <li>• takes personal risks in order to put the interests of the unit and/or the organization first</li> <li>• willingly shares knowledge and expertise</li> <li>• regarded as a leader and influencer</li> </ul>
<b>Excellent (4%)</b>	Outcomes and Behaviors Significantly Exceed Normal Job Requirements	<ul style="list-style-type: none"> <li>• performs duties significantly above expectations</li> <li>• has a positive effect on the work group</li> <li>• anticipates and proactively responds to changing situations and encourages a supportive response to change in others</li> <li>• efforts contribute to the department's success beyond expected levels for the job</li> <li>• contributes innovative and workable solutions to projects and problems</li> <li>• completes work in a way that expands the scope and impact of the assignment</li> <li>• increases the value of the role to the unit and/or university</li> <li>• viewed as making notable contributions to the organization</li> <li>• self starter – continually seeks to improve and learn</li> <li>• supports and embraces changing situations and additional work assignments</li> </ul>
<b>Strong (2%)</b>	Outcomes and Behaviors Often Exceed Normal Job Expectations	<ul style="list-style-type: none"> <li>• increases job knowledge/skills to accomplish objectives</li> <li>• seeks, accepts and achieves noteworthy success on additional responsibilities</li> <li>• develops new approaches and implements solutions to projects/problems</li> <li>• produces superior work quality and productivity beyond standards</li> <li>• seeks and implements improvements in service</li> <li>• exhibits positive behaviour which promotes and</li> </ul>

		<ul style="list-style-type: none"> <li>influences cooperation from others</li> <li>• demonstrates proactive problem solving to improve and/or adjust work processes</li> <li>• pursues opportunities to increase job knowledge/skills and applies the new knowledge/skills to complete objectives</li> </ul>
<b>Average, Meets Expectations (No Merit)</b>	Outcomes and Behaviors Meet Position Requirements	<ul style="list-style-type: none"> <li>• achieves established goals and objectives</li> <li>• occasionally exceeds requirements and may have areas for development, but overall meets expectations</li> <li>• provides solid, competent performance that demonstrates mastery of position requirements</li> <li>• exercises initiative, resourcefulness and good judgment in the accomplishment of goals</li> <li>• makes a solid, reliable and meaningful contribution to the organization</li> <li>• maintains positive relationships</li> <li>• adjusts to changing situations and additional work assignments</li> <li>• produces results dependably, accurately and on time</li> <li>• development required, learning the job or needs to respond to developmental feedback</li> </ul>
<b>Unsatisfactory (No Merit)</b>	Outcomes and Behaviours Do Not Meet Expectations	<ul style="list-style-type: none"> <li>• consider coaching or corrective action</li> <li>• contact your HR consultant</li> </ul>